

TRICARE Europe COMPASS

TRICARE Europe
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Jul-Sep 1999

From the Director...

It has been an extremely busy quarter for the staff at TRICARE Europe with many conferences (MTF Commander's Conference, UM Conference, Basic Benefit Training Course) and visits by distinguished members (Dr. James Sears, Executive Director and RADM Tom Carrato, Chief Operating Officer of the TRICARE Management Activity in Washington DC). I believe every minute of effort has had a tremendous return on investment based on the response from both course recipients and the beneficiaries/line personnel involved in panels during Dr. Sears' visit.

In the next issue of the COMPASS, I will have more to say (and show!) from Dr. Sears' visit. So, until I catch up from my extended office absence, I simply want to extend my appreciation to all the members of the Intermediate Service and Unified Commands, as well as the MTF staffs that worked so hard to support both our conferences and the visits by TMA. And a very

special thanks to the TRICARE Europe Office staff who have supported all these efforts and who, on a daily basis, show their dedication to improving this health plan — supporting more than 300,000 beneficiaries in the TRICARE Europe AOR.

Until next time... ■

New MTF Commanders' Council Chair Checks In (see article page 2)



Col Cindy Terribery is the 48th Medical Group Commander at RAF Lakenheath and has responsibility for the managed health of 35,000 beneficiaries in the UK and Northern Europe. She was previously assigned to the 366th Medical Group at Mt Home AFB, Idaho, where she was on the Board of Commanders for the standup of TRICARE within Region 8. She can be reached at DSN: 226-8001, or Email: cynthia.terribery@lakenheath.af.mil

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The TRICARE Europe COMPASS is published quarterly by the office of the TRICARE Europe Lead Agent. If you have questions or concerns, or would like to see specific articles or information in the COMPASS, please contact Sue Christensen, TRICARE Europe Public Affairs Officer, at DSN 496-6315 or commercial (49)-(0)6302-67-6315 or e-mail sue.christensen@sembach.af.mil. Comments, suggestions and article submissions are welcome.



Maureen Sherman, TRICARE Europe Breast Health Program Coordinator, displays information at the Sembach Commissary for October's Breast Cancer Awareness Month.

TRICARE Europe Breast Health Program

*by LTC Analiza Padderatz, USA
Prevention and Health Promotion*

TRICARE Europe, partnering with tri-Service MTF Breast Cancer Initiative POCs, heralded its first annual "Breast Cancer Awareness Month" program. The program coordinator, Maureen Sherman (TEO), and the nurse practitioner case manager, Joyce Headen located at (LRMC), participated in many scheduled events showcasing the need for individual education and understanding of the disease that effects 1 in 800 women in their forties, increasing in prevalence with age. TRICARE Europe active duty and family member beneficiaries willingly supported many of the activities with their presence and personal stories of triumph throughout the month. Special thanks to Mrs. Carmel Wybrandis, SFC Linda Smiley, and LTC Barbara Bruno and all Cancer Support group members, support group leaders, POCs and facilities that hosted events and meetings.

Tri-Service mammography technician certification and update training was conducted at Heidelberg MEDDAC during the month of September, with 22 attendants being certified. The knowledge, dedication to duty and pride of profession within this group was monumental.

Mrs. Sherman, along with Capt (Dr.) Mark Ervin, physician breast cancer surgeon LRMC and MAJ (Dr.) Robert Avery, Chief Oncology LRMC are constructing a Master Faculty Course for provider education through the TRICARE Europe area of responsibility; this course is projected to be conducted in the early spring. ■

New MTFCC Chair Sets Goals

*by Col Cynthia Terriberly
Commander, 49th MDG, RAF Lakenheath*

As I step up to the plate as the newest member of the TRICARE Europe Executive Steering Committee (ESC), I would like to recognize and thank COL Robert Harvey for all the work he has done as the Chair of the Military Treatment Facility (MTF) Commanders' Council. For the past year, COL Harvey has represented MTF level issues to the ESC. He has been instrumental in identifying common issues and in providing real-world inputs during the development of new policies. He was also the architect of TRICARE Europe's first ever MTF Commanders' Conference, just held 7-9 Sep 99 at Ramstein. Bob, thank you for your vision and leadership. We wish you the best of luck in your new position with the European Regional Medical Command, Heidelberg, Germany.

To continue carrying the torch passed to me, I will be working closely with the TEO staff to develop a charter outlining the goals, objectives and processes the MTF Commanders will use in their efforts to make TRICARE Europe the easiest world-class health care system for our beneficiaries. As the front gatekeepers, we must not only simplify for our beneficiaries, but also for our internal customers, our staffs. If we can develop smart processes, measure only the important stuff and really listen to our customers to find and eliminate those crazy-makers, then we will go a long way to taking better care of our military family.

In the growing recognition that we must embrace concepts of population health, we must put aside our natural tendency to compete and learn to share cooperatively our lessons learned, our best and, yes, our worst practices. We must learn how better to convert reams of data into useful information that can aid us in the development of targeted prevention services. We must focus on those leading causes of death. The death certificates may list heart disease, cancer and cerebrovascular disease as the top three killers; but the REAL leading causes are tobacco, diet/physical exercise and alcohol.....and these are life style choices that we, as medical professionals, can and must influence. This is the bottom line for managed health: improving the health status and health outcomes of our population.

I look forward to serving you as the Chair of the MTF Commanders' Council over the next year. It will be a fun and challenging job as we continue to pursue the goal of providing world class healthcare for our beneficiaries. It's important to remember that customer satisfaction emphasizes both high-quality healthcare and the professionalism and caring attitudes of military medical providers. The ESC, in conjunction with DoD/HA, will remain active in devising ways to fulfill our historic obligations to all military retirees and their families.

Clinical Division — Population Health

Robert Larsen, COL, USA, MC
Medical Director, TRICARE Europe

It is difficult to read an article about TRICARE, or listen to a speaker from the TRICARE Management Activity without noting at least a passing reference to population health. What is population health and how did interest in this subject come about? The definitions of population health can be very technical, but the basic idea is simple: instead of focusing entirely on individual patients, a defined group of people are studied to determine their health needs and then a broad array of actions are taken to maintain and improve the health of the entire group. This approach is certainly not new since helping populations has been central to public health and much of preventive medicine.

With the advent of managed care organizations which take on the responsibility of providing health care for large groups of people and the availability of ever more powerful information systems, there has been an increasing emphasis on thinking about the health of defined populations. Additionally, population health improvement has become a powerful conceptual framework within which many administrative and clinical health care activities can be integrated. Thus such disparate ideas as utilization, demand, capacity and referral management on the one hand, and health promotion, condition and case management, clinical practice guidelines and patient education on the other, can all be drawn into this one organizing concept. Furthermore, evidence based medicine, performance improvement, and outcome metrics all find a place within population health improvement. Finally, the Primary Care Management Team, caring for a defined enrolled population, fits naturally into the implementation of population health principles under TRICARE. Tools such as the HEAR survey, the Personal Health Advisor, Clinical Guideline Tool Kits, and Putting Prevention into Practice, provide many of the necessary components for population health management.

To effectively utilize these tools in implementing the principles of population based healthcare, further education of the entire health care team will be required. I had an opportunity to attend a meeting recently in San Antonio that was devoted to the development of a training program for the primary care management team. This is an example of a large education initiative with potential for Tri Service impact. The recent TRICARE Europe Utilization Management Update/Workshop directed by Lt Col Elizabeth Robison, Chief, Clinical Support Services-UM/QM, emphasized population health principles for staff with UM and Managed Care responsibilities at Military Treatment Facilities. ■

At the TRICARE Europe Office, we are excited about the potential for continued improvement in care and service to our beneficiaries that will be realized with the population health improvement model and we will be working to support its ongoing implementation throughout our region.

TRICARE Europe Health Plan Metrics

CDR Cindy DiLorenzo
Director, Health Plan Evaluations

In the last issue of the COMPASS, we reported the initial development of a TRICARE Europe Report Card. After additional discussion, we are changing the name of this collection of performance data to the TRICARE Europe Health Plan Metrics. This new name follows the pattern of other health plans. Our purpose is to produce information to help facilities improve in meeting the standards of our health plan and delivering the benefit.

We would like to share with you the results of some of our findings in the first attempt to review the TRICARE Europe MTFs as one health plan. Data pulled for October 1998 through March 1999 for Cervical Cancer Screenings indicate that overall the MTFs in TRICARE Europe are meeting the HEDIS standard of having 70% of the enrolled female population between the ages of 18 through 64 years of age screened every two years for cervical cancer. Given the mobility of our enrolled population, this is good news for our MTFs and for our Prime enrollees. Not only are we meeting the national standard for cervical cancer screenings performed, but in some instances we are exceeding the standard.

The Cesarean Section Rate inside our MTFs indicates that we are below the HEDIS standard of 20% in this performance measurement. Overall, TRICARE Europe's Cesarean Section Rate inside the MTFs is 16%. Being below the accepted national standard in this instance is good news. This indicates that our Prime enrollee child-bearing population is receiving appropriate pre-natal care and having fewer complications in their pregnancies than the general population.

What does this tell our enrollees? That the MTFs in TRICARE Europe are committed to providing a world class health plan and will continue to strive to meet or exceed the national standards for delivery of health care to our Prime enrollees.

In future articles, we will share with you results of our TRICARE Europe Health Plan Metrics. As we continue to refine and improve this important measurement tool, we ask that you share with us your thoughts and ideas for performance data that will assist us in developing the Metrics. It is important to the Health Plan Evaluation Division of the TRICARE Europe Office that the information is useful to the MTFs in continuing to provide quality health care to our beneficiaries. ■

Customer Services Notes

*by LCDR Geralyn Haradon, USN
Customer Support Services*

Mail No Longer Forwarded

Since 1994, OCHAMPUSEUR in Heidelberg has informed civilian health care providers and beneficiaries alike that bills and correspondence should be mailed to the claims processor for Europe, Wisconsin Physician Services (WPS). OCHAMPUSEUR permanently closed its doors in February 99 when its staff relocated to Sembach. Now, more than six months later, the German host nation mail service (Bundespost) has been instructed to return the mail to sender. Please spread the word to both your providers and beneficiaries that they should mail claims and correspondence directly to:

Wisconsin Physician Services
Foreign Claims
PO Box 8976
Madison, WI
USA 53708-8976

The only claims that cannot be sent directly to WPS are the bills for Active Duty Service Members. Active Duty bills need MTF/Command authorization first for non-emergency care. The claim should then be sent to the MTF that the service member is enrolled for issuance of payment authorization.

Preferred Provider Network

Following a recent TEO PPN briefing, Dr. H. James T. Sears, Executive Director of the TRICARE Management Activity (TMA), commented that "right-sizing" was the key to a successful network, and he applauded the efforts the TRICARE Europe MTFs are making to achieve this goal. From a 1997 total of 2,300 providers, MTFs have intentionally allowed some 1450 provider Memorandums of Understanding (MOUs) to expire. The current total is now approximately 850. It is expected, however, that this figure will increase as MTFs bring in other providers that are being used extensively in their area, but are not yet signed up. TRICARE has supplied the MTFs with claims history of both network and non-network providers to assist the MTFs with their right-sizing initiatives and has also offered central mailings to assist the MTFs with their renewal process. All Network Coordinators and Managed Care Officers have these lists and should also be in possession of the newest MOU (September 1999 version).

U.S. Licensed Providers – in Europe

The new MOU (September 1999) includes a section which addresses the requirements US providers must meet to continue to receive TRICARE payment after December 31, 1999. Persons who do not qualify cannot receive government (TRICARE) payments after that date. ■

Health Promotions Update

*by LTC Analiza Padderatz, USA
Prevention and Health Promotion*

HEAR Guidelines Completed

The HEAR is the primary MHS self-assessment tool that yields aggregate and individual information to assist health care delivery and management throughout all TRICARE Regions. HEAR data, coupled with the many PPIP health promotion principles, allows for population health status assessment, evidence-based input into service programs, implementation of preventive health care measures, and health care and disease management. The TMA policy guidance for Health Enrollment and Assessment Review (HEAR) 1.3 (paper-based) has just been completed and the final guidelines are expected out early in the new calendar year. Look for specific guidance regarding the roles of TMA, the Lead Agent, the managed care support contractor, the MTF, and the primary care manager, as well as privacy act applications, metrics and marketing.

PHA Program Under Review

Access Health Group, the civilian contractor responsible for provision of the Personal Health Advisor (PHA) nurse triage telephone line since 1997, has allowed TRICARE Europe to test two demonstration projects at six sites within TRICARE Europe. Acute care appointment setting and PCM notification after duty hours are two projects that have been unfunded and limited to Rhein Main, Ramstein, Aviano, Bitburg/Spangdahlem, Lakenheath and LRMCC. The after-hours acute appointment setting project allows the phone triage nurse to set an early appointment within a sick call or family practice clinic schedule for the next duty day. All emergent callers are referred to the nearest emergency room for care. The PCM notification project allows the phone triage nurse to speak with the on call PCM when indicated and, with PCM permission, transfer the caller to speak with the PCM. These projects are now being reviewed by the contractor and we are waiting for a cost estimate. After receipt of this information a decision will be made whether to retain them as part of the TE prevention program package.

Population Health Improvement

On the horizon is the enhancement of the military health care system through Population Health Improvement (PHI). All of the Services are moving toward managing health care from a population as well as an individual perspective. One of the four proposed goals of Population Health Improvement is to create healthy communities through the use of health promotion and prevention activities. Look for greater focus on strategies and the use of resources aimed at managing the health care of communities. ■

TRICARE Family Member Dental Plan – Overseas Extension

by Anne Beauchamp
Dental Program Assistant

The TRICARE Family Member Dental Program - Overseas Extension (TFMDP-OE) for non-remote locations was implemented October 1, 1999. Non-Remote locations are those countries with a fixed military dental treatment facility (DTF). The remote site program began on May 1, 1999. Remote locations are those countries with no fixed military DTF.

To be eligible for the TFMDP-OE, the active duty member must enroll his family members into this program. There is a minimum 24-month enrollment period requirement. Enrollment is accomplished through the military service personnel offices. The process can take up to 60 days. After doing the enrollment paperwork, the beneficiary is eligible to receive care the first day of the month AFTER the premium has been deducted from their pay. We encourage members to verify enrollment and eligibility before receiving care. This verification can be obtained by contacting their point of contact (POC), checking their LES for premium deductions, and/or by contacting United Concordia Companies Inc. (UCCI). The customer service phone number at UCCI is 717-975-5017 (*please note this is not a toll free number*).

The TFMDP-OE benefits are essentially the same as the CONUS plan, but some of the processes vary. In non-remote sites there is a non-availability and referral process that beneficiaries need to accomplish before seeking care off base. The military DTF will issue Non-Availability and Referral Forms to enrolled beneficiaries when the DTF is not able to perform the care within a reasonable period of time. Patients must seek care from a dentist on the Host Nation Provider List. There is no requirement for a Non-Availability Form at Remote sites for non-orthodontic care.

Obtaining orthodontia care in both non-remote and remote sites requires the member to get a Non-Availability Form from their DTF or the remote site POC for an orthodontic exam and treatment plan. The treatment planning materials must then be sent to the TRICARE Europe Office (TEO) for evaluation. After approval of the treatment plan a Non-Availability and Referral Form for comprehensive orthodontic care will be issued by the TRICARE Europe Office to the patient or the POC. After receipt of the Non-Availability and Referral Form, the patient should seek a predetermination from UCCI in order to determine the exact costs that will be incurred by the patient. At this point the patient may begin treatment with the orthodontist and submit claims to UCCI. The patient should include the claim form, copy of the Non-

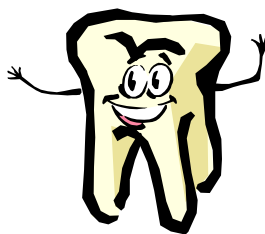
Availability and Referral Form and a copy of the provider's bill, if the claim form was not used as the bill.

The Host Nation Provider Lists for both remote and non-remote countries along with other TFMDP-OE information is published on the TEO website. The web site can be accessed at 131.54.120.40 or <http://webserver.europe.tricare.osd.mil>.

The TRICARE Europe Office Dental Department welcomes you to call the office anytime you have questions or comments concerning the TRICARE Family Member Dental Plan – Overseas Extension. The number is DSN 496-6358 or commercial 06302-67-6358.

Dental Questions and Answers

- Q. If my child is enrolled in TRICARE Prime Europe – but is not enrolled in TFMDP-OE and is in the States for vacation and has a dental emergency (i.e. gets hit in the mouth and knocks out a tooth, etc.), how do I go about filing for a claim?
- A. If you are not enrolled in the Dental Plan, you cannot be reimbursed for payment made to a dentist for ANY dental care received. The only exception would be if it is considered “medically adjunctive dental care.” The policy specifics are stated in the TRICARE/CHAMPUS Policy Manual 6010.47-M, Chapter 7 Sect. 26.1. You can locate this at the TMA website.
- Q. If I am stationed in a remote-site but my family resides in a non-remote location, does my family fall under the remote or non-remote site rules?
- A. The coverage “rules” are based on where you seek care. For instance, if the active duty member is stationed in Luxembourg and his family lives in Hanau, Germany, and they seek care with a civilian dentist in Germany, the family member must first obtain a Non-Availability and Referral Form from the nearest DTF. If the same family decides to seek dental care in CONUS; they fall under the CONUS rules: they don't need a Non-Availability to obtain civilian dental services but they do fall under the CONUS cost share policy. ■



Public Affairs and Marketing

by Sue Christensen
Public Affairs

Marketing Materials Order Status

As of this writing, the beneficiary education products ordered during the last cycle should be at or on their way to each facility. I just received word that the new PHA packages were received by SAIC Einsiedlerhof, and they will be distributing them in the next couple of days. The passports that were misprinted last time requiring corrections and reprinting should be on their way to the respective facilities by the end of November. I'm sorry for the delay. I know many of you are desperate for materials and must use old passports or simply don't give anything out for lack of current materials. I hope to get this ordering process under control in the near future so that you will know that when you order your materials, you can expect to receive them no later than the 60 days we have advertised.

Remember to watch the TRICARE Europe web site for the latest updates on the TRICARE benefit and the European program. As always, if you require additional TRICARE Europe fact sheets, please download the most recent versions from our web site and print them locally. The TRICARE Active Duty Family Member Dental Plan brochures and flyers have also been posted, as have the latest phone numbers for our regional service centers.

If any of your facility information changes, please notify the Marketing Office immediately. We need to know how your beneficiaries reach you!

Required Materials for New Enrollees

TRICARE Service Center staff should ensure new enrollees receive the following information upon enrollment. These items may be mailed or provided in person at the time of enrollment:

- Welcome letter from your MTF Commander or the TRICARE Europe Lead Agent
- PCM Notification Letter
- TRICARE Europe Health Care Passport (one per household)
- TRICARE Europe Prime Identification Card (one per adult enrollee)
- TRICARE Europe Prime Fact Sheet (TEO FS-1)
- Your TRICARE Partnership Fact Sheet (TEO FS-2)
- Traveling With Prime Fact Sheet (TEO FS-3)
- HEAR Survey (for each family member over 17)
- TRICARE Standard Handbook (TSO 6010.46-H)
- Personal Health AdvisorSM packet



- TRICARE AD Family Member Dental Program Information (brochure/fact sheet)
- TRICARE claim forms and instructions

TRICARE Europe Public Affairs

TRICARE Europe continues to ask for "success" or "good news" stories from our MTFs and TRICARE Service Centers. With the hardship of providing care in a foreign locale, I think we have some unique and interesting stories to tell. I would be glad to assist anyone who would like to submit a story. Let's let the world know we are providing superior medical care here in the European theater! ■

Use this checklist for beneficiary education products to be ordered by TRICARE Europe through your SMCO:

<u>Qty</u>	<u>Marketing Product</u>
_____	TRICARE Europe Prime ID Cards
_____	Personal Health Advisor Packets (Wallet Cards/Telephone Stickers/Magnets/Brochures)
_____	Facility Passports
_____	Remote Locations Passports
_____	TRICARE brochure: "Everything you wanted to know about TRICARE" (for active duty family members) (Jun 97)
_____	TRICARE brochure: "TRICARE and Your Health Care Choices" (For Retired Military and their Families) (Jun 97)
_____	TRICARE brochure: "Your Military Health Plan" (Jan 98)
_____	TRICARE brochure: "TRICARE Introduction" (Jan 98 w/Jan 99 correction sheet)
_____	Take Care of Yourself
_____	Taking Care of Your Child

Following are the European Region Service Managed Care Officers:

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EUCOM MAJ John Stewart
DSN 430-5392
E-Mail: stewartj@hq.eucom.mil

TRICARE Europe Utilization Management Update/Workshop

by Lt Col Elizabeth Robison, USAF
Clinical Support Services-UM/QM

Clinical personnel involved with Utilization Management activities from the major MTFs in the Region gathered at Sembach Annex, Germany for a 2 ½ day conference. The 33 attendees, mainly nurses, were from the Air Force, Army, and Navy, with Managed Care Officer representation from the 3 Services and EUCOM, along with Quality Management representation from the Air Force and Army. Three guest lecturers from CONUS presented informative topics ranging from an update on TRICARE, focusing on the new Population Health plan from a TRICARE Management Activity (TMA) perspective by Col Connelly, to the Army's Clinical Practice Guideline (CPG) project with the project officer, LTC Dolter providing an informative discussion on the development, implementation, and use of CPGs. The third guest presenter, was able to bring both of the discussions together by demonstrating how an ambulatory setting at an MTF was able to bring Disease Management concepts into a Population Health focus and demonstrate positive clinical outcomes.



The last day of the conference selected one to two personnel from the MTFs and provided hands on application for using Utilization Review criteria products which DoD purchases for the MTFs in the theater. The participants voiced positive comments throughout the conference, noting a need to have more of this type of meeting on a continual basis. The major goal of bringing the latest information in the area of Utilization Management to the European theater was met. The participants were able to listen to the "3,000 feet perspective," as well as how policy can be implemented at the "3 foot perspective", where the clinician is impacting patient care management. Additionally, the networking opportunities are always invaluable and allow participants added resources to have in the future as they continue to work in ensuring the care we provide to our beneficiaries makes us truly a "world class health care system." ■

clip and save!

TRICARE Europe Office Phone Numbers

<u>Division</u>	<u>DSN</u>
Admin Office	496-6312/6314
Public Affairs/Marketing	496-6315
Operational Management Support	496-6316
Health Plan Evaluation	496-6319
Customer Support Services	496-6320
Information Systems & Analysis	496-6322
Health Promotions	496-6325
UM/QM	496-6324
Breast Cancer Program	496-6336
Dental Program Manager	496-6358
TEO Office Fax	496-6372
Fax for Customer Services	496-6374
Fax for Breast Cancer Coordinator	496-6377

TRICARE Europe Medical Claims Processor

Send all **active duty** claims to:

TRICARE Europe
WPS - Active Duty Claims Processing
P.O. Box 7968
Madison, Wisconsin 53707-7968, USA

Send all **active duty family member** claims and **TRICARE Standard** claims to:

TRICARE Europe
WPS - Claims Processing
P.O. Box 8976
Madison, Wisconsin 53708-8976, USA

Send all **correspondence** (questions on claims, etc.) to:

TRICARE Europe
WPS - Correspondence
P.O. Box 7992
Madison, Wisconsin 53707-7992, USA

TRICARE Standard Handbooks

TRICARE Service Centers should be providing a copy of the TRICARE Standard Handbook to each family newly enrolled in TRICARE Europe. However, TRICARE Europe does not maintain a stock of these books. You may order the quantities you need through your local Publications Distribution Office (PDO). For your convenience, the TRICARE Standard Handbook is also posted on the TMA website under "TRICARE Information" at <http://www.ochampus.mil>.

To order the handbooks through your PDO, request the "TRICARE Handbook" (publication number TSO 6010.46-H). You may need to also reference the old publication and number (CHAMPUS Handbook, CHAMPUS 6010.46-H) since the new publication number is not listed in many publication indexes. ■

TRICARE EUROPE EXECUTIVE STEERING COMMITTEE

Brig Gen Michael Kussman (Chair)Commander, ERM
Col Peach Taylor, Jr. Command Surgeon, HQ USAF
CAPT R. Tom Sizemore III Fleet Medical Officer, CINCUSNAVEUR
Col Debra CerhaDirector, TRICARE Europe Office
Col Russ Kilpatrick..... Command Surgeon, HQ USEUCOM/ECMD
Col Cynthia Terribery..... Chair, MTF Commanders Council
CAPT Robert A. Engler.....Chair, Dental Advisory Committee

TRICARE EUROPE STAFF CHANGES

Departures...

CDR Dennis Stoops left for Naval Hospital, Pensacola, FL.

Arrivals...

CDR Cindy DiLorenzo arrived in Jul 1999.

Transitions...

MAJ John Foley promoted to LTC on 1 Aug 99.

Capt Dave Arose promoted to Major on 1 Oct 99.

CAPT Maureen Hogan was appointed as the TRICARE Europe Deputy Director on 1 Oct 99.

COL (Dr) Robert Larsen became the Director of Clinical Programs on 1 Oct 99.

Martin Hollingworth transferred to the Customer Services Division on 1 Oct 99.

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Lt Col Elizabeth Robison
LTC Analiza Padderatz
LTC John Foley
LCDR Geri Haradon
MSgt Ron Peoples
Sue Christensen
Maj Dave Arose
Terry Taylor
Kurt Gustafson
Terry Rowe
Ninette Crunkleton
Jenny Huntsman
Martin Hollingworth
Uli Engel
Maureen Sherman
Dawn Mancine
Dr George Schad
Anne Beauchamp

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Executive Secretary
Superintendent, Admin Services
Administrative Services
Deputy Director
Medical Director, Director of Clinical Programs
Director, Health Plan Evaluation
Chief, Clinical Spt Svcs - UM/QM Mgmt
Chief, Prevention & Health Promotion
Director, Operational Mgmt Support
Director, Customer Support Services
Deputy Director, Customer Services
Public Affairs Specialist
Director, Info Systems & Analysis
LAN Administrator, Info Systems
Web Administrator, Info Systems
Data Analyst, Info Systems
Data Analyst, Info Systems
Data Analyst, Info Systems
Customer Support Services
Customer Support Services
Breast Health Program Coordinator
Customer Support Services
Dental Program Coordinator
Dental Program Assistant



TRICARE EUROPE OFFICE
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OFFICIAL BUSINESS

DOD-OIM